



2024/25

# Annual Report Summary

Whakaraapopoto o te Puurongo  
aa-Tau 2024/25

**Te Kaunihera aa Takiwaa o Waikato**  
**Waikato District Council**

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**Waikato**  
  
**District Council**  
Te Kaunihera aa Takiwaa o Waikato



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# Setting the scene

Ngaa aahuatanga  
o te takiwaa

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# Message from the Mayor and Chief Executive

Karere naa te Manu  
Kaahui me te Tumu  
Whakarae



## **Delivering value today while planning for tomorrow**

As we reflect on the 2024/25 year, it's clear we are navigating one of the most challenging times in local government and a pivotal period for our district. With a growing population, rising expectations, and ongoing economic pressure, the need to focus on what matters most, delivering core services, maintaining affordability, and preparing for future growth, has never been more important.

This year, we made a conscious shift toward the essentials. We prioritised delivering high-quality services and infrastructure that our communities rely on every day; roads, water, waste, and facilities, while working within tighter financial parameters.

Council maintained its AA+ credit rating, reflecting strong financial management. This credit rating helps secure lower interest rates on borrowing, enabling us to invest more into essential infrastructure and services while keeping costs down for ratepayers.



## **Infrastructure under pressure**

Maintaining and improving infrastructure remains a significant challenge in an environment of rising costs and constrained funding. Roads and water networks are lifelines for our communities, and this year we directed more than half of our total budget toward transport and water services. We introduced a new roading contract model this year, appointing two new contractors to improve service delivery, efficiency, and value for our communities.

Ngaaruawaahia marked a major milestone with the official opening of Festival Way and the newly constructed roundabout at the intersection of Great South Road, Regent Street and Old Taupiri Road. The Pookeno Main Street upgrade transformed the main street into a welcoming space for everyone and the River Road/Lake Road Roundabout and Gateway Drive project in Horotiu, providing access to the growing industrial estate at Horotiu, are just some of the roading projects completed across the district over the past year.

We continue to invest in water infrastructure, upgrading treatment systems to meet evolving environmental and regulatory standards. While this work comes at a considerable cost to residents connected to water services, it is essential to protect the long-term health and wellbeing of our communities and the environment. Two wastewater treatment plants were delivered for our communities in Raglan and Te Kauwhata, both on time and under budget.





### Future delivery of our water services

A major milestone this year was the establishment of IAWAI - Flowing Waters, a new Council Controlled Organisation (CCO) jointly owned by Waikato District Council and Hamilton City Council. This entity reflects our commitment to securing safe, sustainable, and locally-governed water services for our communities. By working in partnership, we can create economies of scale, share expertise and achieve efficiencies, while keeping decision-making close to home.



### Working with our communities

Through all of this, the strength of our communities continues to be a focus. This year we completed a wide range of community projects; from upgraded sports lighting at Onewhero Domain and the playground at Paterson Park Ngaaruawaahia, to Raahui Pookeka Huntly's new museum and cultural hub at the Huntly Rail Station, and many other projects across the district delivered in partnership with our communities.

We launched a series of Toituu Marae workshops, an important step in strengthening relationships with local iwi and hapuu, focusing on building genuine partnerships founded on mutual respect, reciprocity, and shared aspirations. These sessions provided a space for open koorero, helped deepen understanding of iwi and hapuu priorities, and laid the groundwork for more meaningful collaboration.



### Our district's prosperity relies on the strength of our rural and urban partnership.

Rural areas contribute essential economic and environmental values that contribute to our social fabric, while urban centres provide infrastructure, innovation, and connectivity. Through our Rural Strategy, we will ensure rural needs are considered and investments made, so these communities can thrive alongside our urban areas—shaping a resilient district where inclusive planning, investment, and collaboration drive sustainable growth.



### Looking ahead with purpose

The new 2025–2034 Long Term Plan, has been delivered with clear intent: to ensure value for our communities today, while planning responsibly for the Waikato district of tomorrow.

We stay focused on financial responsibility, transforming how we work to deliver better outcomes and strengthening trust through meaningful engagement. Every decision is made with our residents and ratepayers in mind, and every investment is about ensuring the Waikato district remains a great place to live, work, and thrive—now and into the future.

**Ngaa mihi nui**  
**Thank you very much**

Her Worship, Jacqui Church  
**Mayor**

Craig Hobbs  
**Chief Executive**

# Karere naa te Manu Kaahui me te Tumu Whakarae

## Message from the Mayor and Chief Executive



### He hua onaaiane me te whakamahere i te aapoopoo

I taa maatou tiroiro ki te tau 2024/2025, he maarakerake ake te kite i ngaa uauatanga moo ngaa kaunihera aa rohe me te hurihanga nui moo roto i too taatou takiwaa. I roto i ngaa pikinga taupori, ngaa pikinga hiahiatanga, me ngaa hereherenga ahu moni, me maatua aro puu ki ngaa mea nui – te tuku i ngaa ratonga tuaapapa, te uu ki te taha utu e taea ana te piikau, me te whakatikatika whakawhanaketanga.

Noo teenei tau whakatauria ai e maatou kia noho maataamua ko ngaa mea tuaapapa. Kua maataamua te tuku ratonga kounga, hanganga kounga o te ia raa hoki e hiahiatia ana e ngaa hapori; ngaa rori, ngaa wai, ngaa para, me ngaa waahanga tiaki taone, hako te itinga iho o te puutea.

I mau puu i te Kaunihera te tuuranga taurewa AA+, e kitea ana ai te pai o te whakahaere puutea. Maa teenei ine e ngaawari ake ai te tono nama me te whiwhi reiti iti ake ki aua nama, naa konei e taea ai e maatou te tuku puutea ki aua ratonga, hanganga tuaapapa nei mo ngaa hapori me te kore whakapiki i ngaa taake kaunihera a ngaa kainoho.



### Ngaa toimahatanga kei ngaa hanganga

He mea uaua te whakapai me te whakatika hanganga i raro i ngaa peehitanga o te pikinga utu me te maaroo o te puutea tuku. Kei roto kei ngaa rori me ngaa iarere wai te orange o ngaa hapori, ka mutu, i teenei tau whakapauria e maatou te haurua o te tahua ki aua rori me ngaa ratonga wai. I whakaputaina e maatou teetehi tauira kirimana hanga rori hou maa roto i te too mai i ngaa kaikirimana tokorua hou hei whakapai ake i, ngaa tukunga ratonga, te pai o te tuku me te whai hua o te tuku, ki o maatou hapori.

He tutukihanga nui te tuuwheratanga o te te tiriti hou ki Ngaaruawaahia, o Festival Way me te komititanga kei te whitinga rori o Great South Road, Regent Street me Old Taupiri Road. Kua noho hei waahi tau pai te tiriti matua o Pokeno i roto i ngaa whakapaitanga, ka mutu moo taua komititanga ki River Road, Lake Road, me Gateway Drive ki Horotiu raa, he mea whakawhanake i ngaa aaheinga moo ngaa papa ahumahi e tuputupu haere ana i reira. Koinei eetehi noa o ngaa mahi kua tutuki i roto i te takiwaa i teenei tau.

E tuku puutea tonu ana maatou ki ngaa hanganga wai me te whakahou i ngaa puunaha whakapai wai e ea ai ngaa ine, e panoni haere ana, ki te taha ki te taiao me ngaa ture whakahaere.

Ahako te utu nui o eenei mahi ki ngaa kainoho e hono ana ki eenei ratonga wai, he mea nui tonu te tiaki i te hauora me te orange o ngaa hapori me te taiao aa haere ake nei. He tutukihanga nui anoo hoki te whakatuutanga o ngaa Pokapuu Hurihanga Waipara (Wastewater Treatment Plant) e rua ki Whaingaroa, me Te Kauwhata i roto i te waa tika me te iti ake o te utu, i teenaa i tohua i mua.



### **Ngaa ratonga wai aa haere ake nei**

He tutukihanga nui i teenei tau te whakarewatanga o te IAWAI - Flowing Waters, he Roopuu Whakahaere a te Kaunihera (Council Controlled Organisation (CCO)) kua ara ake, kei raro i te Kaunihera aa Takiwaa o Waikato me te Kaunihera o Kirikiriroa. E kitea ana i roto i teenei roopuu taa maatou oati ki te whakarite ratonga wai haumarua, hoorokuroku, e whakahaerehia ana hoki e te Kaunihera aa Takiwaa o Waikato moo oo maatou hapori. Maa te mahi tahi ki ngaa kootuitanga, e taea ana te nui te tutuki i te iti, ngaa puukenga maha te toha me ngaa painga nui te whiwhi, i raro tonu i te mana whakatau o te waa kaainga.



### **Te mahi tahi ki ngaa hapori**

I roto katoa i eenei aahuatanga, e piiata tonu mai ana te maarohirohi o ngoo maatou hapori. I oti pai te whaanui o ngaa takahanga hapori i teenei tau; te whakahou ake i ngaa rama papa haakinakina ki Te Papa o Onewhero (Onewhero Domain), te papa taakaro ki Paterson Park, Ngaaruawahia, tae rawa ake ki te puna ahurea me te Whare Taonga ki te Tauranga Tereina o Raahui Pookeka. He nui ngaa mea i tutuki i roto i te mahi tahi ki ngaa hapori.

He maha ngaa waananga Toituu Marae i tuu, e renarenarena nei i te taura here ki ngaa iwi me ngaa hapuu o te takiwaa, me te aro puu ki teenei kootuitanga i runga i te whakaute, te tauutuutu me te wawata tahi. He mea whai waahi koorero, he mea whai maaramatanga ki ngaa wawata o ngaa iwi me ngaa hapuu, ka mutu naa roto i eenei waananga i whakaritea te tuaapapa e pai ake ngaa mahinga ngaatahitanga aa haere ake nei.



### **Ko te huanui o te takiwaa he mea noho ngaatahi ki te pakari o te kootuitanga i waenga i te noho taone me te taiwhenua.**

He whai waahitanga nui taa ngaa rohe taiwhenua ki ngaa hua ahu moni, taiao me te taha ahurea, ka mutu kei taa ngaa whaitua taone he whai waahi ki ngaa hanganga, ki te auahatanga me te honohonotanga. Maa roto i taa maatou Rautaki Taiwhenua (Rural Strategy) ka whai whakaarohia, ka mutu, ka taunakitia ngaa hiahia taiwhenua, e taea ai eenei hapori te tupu ngaatahi atu ki ngaa mea taone — he taarai i teetehi rohe aumangea i konei whakamahitia ana te whai waahitanga ki te whakamahere, te taunaki haumi me te mahi tahi e toitu ai te tupu.



### **Te aro whakamua**

Kua whakaputaina te Long Term Plan 2025–2034 hou me te maarama o te whaainga: he whakatuuturu i te hua moo ngoo maatou hapori o naaiane, me te whakamahere i runga i ngaa kawenga tika moo te Kaunihera aa Takiwaa o Waikato o te aapoopoo.

E aroo puu ana maatou ki ngaa haepapa puutea me te panoni i aa maatou mahi e pai ake ngaa whaainga, e pakari ake te whakapono a ngaa kootuitanga. Katoa ngaa whakatau he mea whai whakaaro ki te hunga utu taake kaunihera, waihoki katoa ngaa tukunga rauemi/haumitanga he mea whakauu i te mauritau me te toonuitanga o te noho me te mahi ki te takiwaa o Waikato – inaaiane, aa haere ake nei.

**Ngaa mihi nui**  
**Thank you very much**

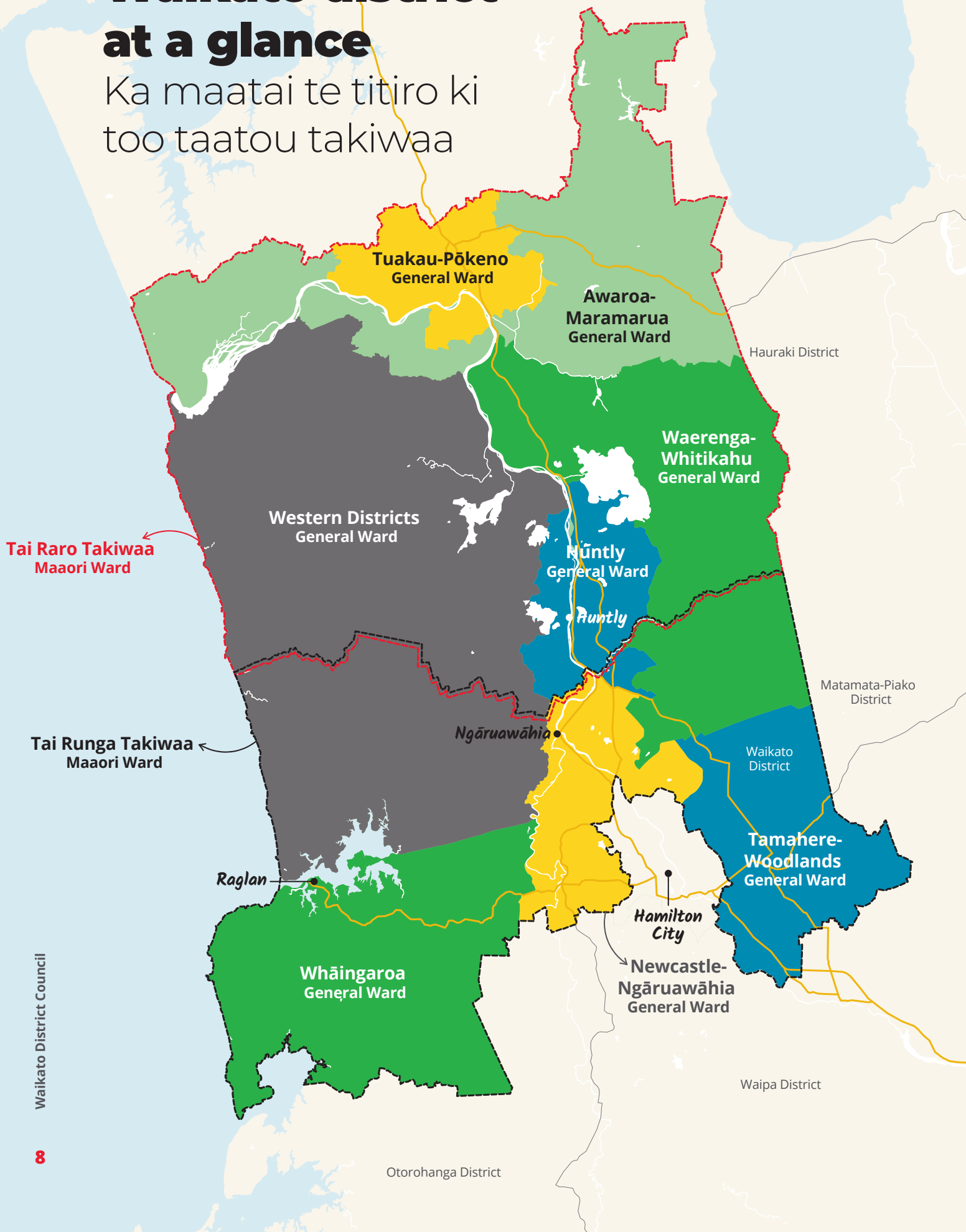
Her Worship, Jacqui Church  
**Mayor**

Craig Hobbs  
**Chief Executive**



# Waikato district at a glance

Ka maatai te titiro ki  
too taatou takiwaa



# A snapshot of the Waikato district

Ka tiro mawhiti ki te takiwaa o Waikato

Our district is home to **92,500** people<sup>1</sup>.



We have a diverse population, with **73.6%** identifying as European, **26.9%** a Maaori, **9.1%** as Asian, **5.5%** as Pacific peoples, and **2.4%** as other ethnicities<sup>2</sup>.



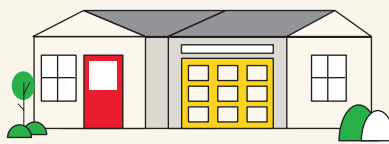
We welcomed **392 new citizens** to the district this year.

**50.3%** of our district's population is male, **49.4%** is female, and **0.3%** identifies as another gender. The median age is **38 years**.

Our district covers **400,000ha** which makes us one of the largest councils geographically.



We have **28,123** urban and rural residential properties.\*



There are **3,533** business and **3,449** farmland properties across our district.\*



Council owns a total of **2,178ha** of reserves and **17,387** trees.

We have **229 ha** of sports and recreation areas.



We have **six** Council libraries with over **85,000 books**.

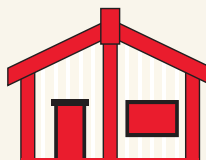
There are **42** community centres and town halls in our district.

Council maintains over **2,520km** of sealed and unsealed roads.



There are over **1,100kms** of pipes that either supply, drain, or remove water through our residential towns.

We have over **three million** individual rubbish and recycling collections per year.



Waikato is the principal iwi in the district and we are home to **27** hapuu and **40** marae.

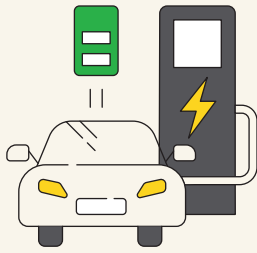
<sup>1</sup> Source: Stats NZ, Census 2023 data.

<sup>2</sup> Source: Stats NZ, Census 2023 data. Please note, these percentages do not equate to 100% as one person may identify as more than one ethnicity.

\* The number of properties is defined as a rating unit. Some farmland and business properties might have multiple rating units.

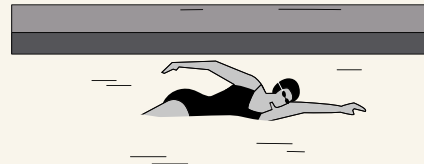
## Sustainability Snapshot

Te Toituutanga



**71%** of our vehicles are now hybrid, plug-in hybrid, or fully electric reducing fuel costs by **\$26,000.**

We saw a **97.3%** reduction in natural gas consumption due to the decommissioning of the Huntly Aquatic Centre gas boiler, resulting in average monthly savings of **\$11,000.**

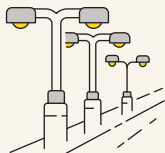


**100%** of Council's used IT equipment is sent to recyclers, with **246** pieces of equipment being recycled just this year.

Our district has **32 ecological** restoration/enhancement sites.



**24,239** native trees planted across the district with partners like **Waikato Regional Council, RiverCare, and Enviroschools.**



Out of **5,845** streetlights, **92.3%** use LEDs.



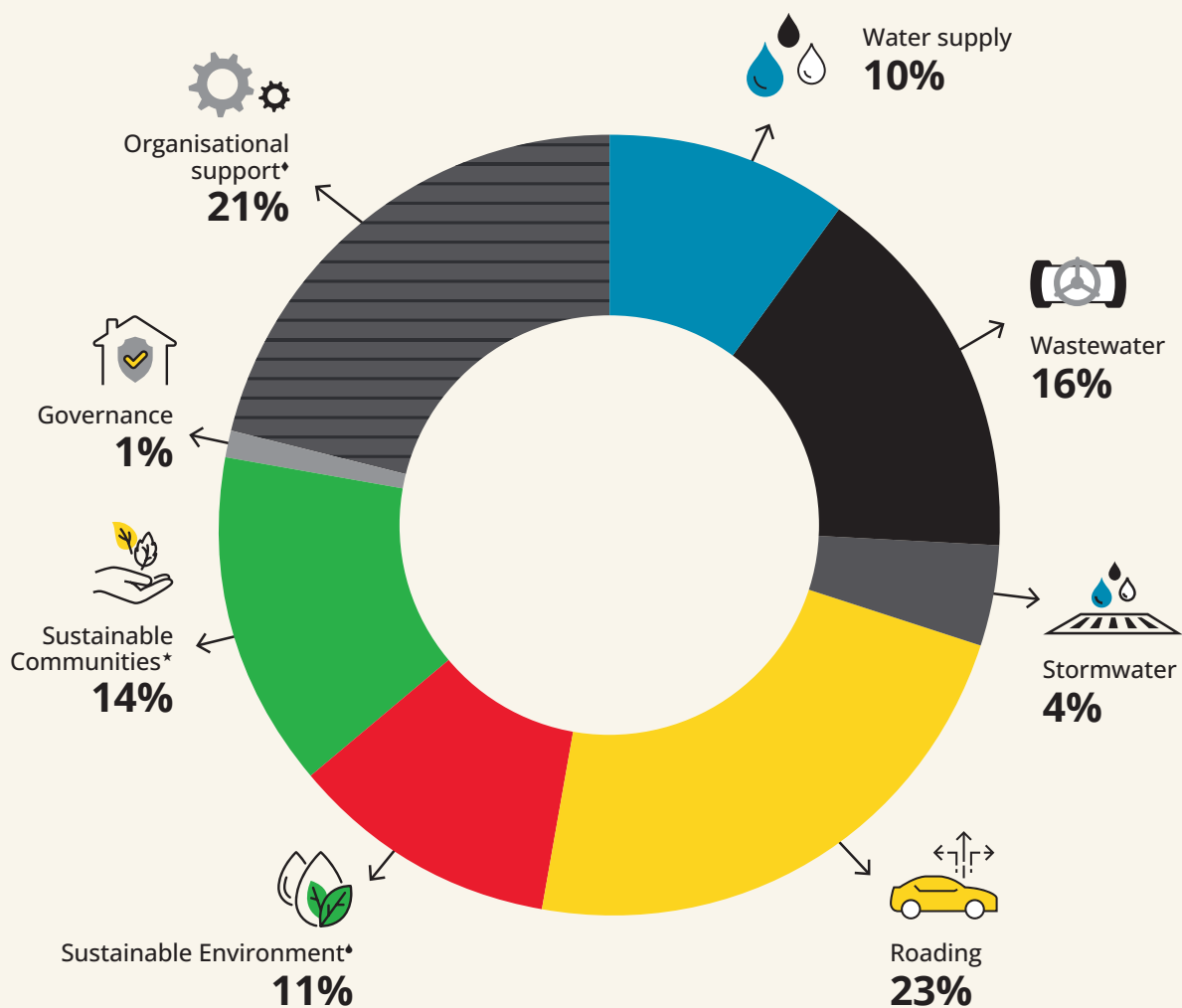
Our **glass recycling** is collected and turned into new bottles and jars for New Zealand food companies to use.



## Where we spend our money

### Ngaa utunga puutea

We deliver a broad range of services to our diverse district of residents, business owners, and visitors. Here is an overview of how your money is spent.



A number of these services are funded through targeted rates so you'll only pay for the services you receive.

\*Community resilience, economic and community development, customer partnership, open spaces, such as parks and reserves, property, and community facilities, such as toilets and dog pounds.

♦Consenting, regulatory services, and strategic and spatial planning.

♦These services play a key role in moving Council forward, making services more efficient and cost effective for ratepayers, and fostering continuous improvement.

# Our Vision and Community Outcome

## Ngaa Whaainga me ngaa Putanga aa-Hapori

Our vision and community outcomes describe our aspirations for the Waikato District.

### Our vision

#### Too maatou whakakitenga

Our vision is that we work together to build:



#### **Liveable, thriving and connected communities.**

*He noohanga aahuru, he iwi whai ora, he hapori tuuhono tahi.*

By working together, we will ensure that we meet present and future needs, so our district is the kind of place we all want for generations to come.

### Community outcomes

#### Ngaa putanga aa-hapori

We are responsible for improving the wellbeing of our community. Our community outcomes help define what wellbeing means and how Council and the wider community can contribute to this. They're aspirational statements and recognise that other agencies and the community itself will need to play a part in meeting those goals.

In early 2023, we undertook a review of our community outcomes. We asked our communities to define what wellbeing meant to them, and to share what was important to them now and in the future. Based on community feedback, we developed a new set of community outcomes aligned with the four wellbeing pillars described in the Local Government Act 2002: cultural, economic, environmental, and social. Our community outcomes describe what we want to achieve for the Waikato district in the future.

Below you'll see the work we did in 2024/25 that shows how our community outcomes enable us to make progress towards improving wellbeing.

## Cultural - Ahurea

**We celebrate who we are.**  
***Ka whakanui i too maatou katoa.***



**In 2024/25, we undertook these key pieces of work to deliver on our cultural community outcome:**

- Council deepened its partnerships with marae, hapuu, iwi, and Maaori communities through the establishment of Toituu Marae (which is a Marae forum), by participating in formal engagement events, and through upskilling our kaimahi (staff) to improve our cultural appreciation and understanding of Maaori values.
- Council aims to embed Te Mana o te Awa, Te Ture Whaimana and Maaori values into its planning and policy work. We collaborate with iwi and mana whenua on infrastructure planning and delivery. When we teamed up with Hamilton City Council to create the Council Controlled Organisation (CCO), IAWAI- Flowing Waters, to deliver water services from July 2026, we made sure that iwi were at the governance table.
- When updating the district plan rules, Council made papakaainga development rules more enabling, so ancestral Maaori land can be utilised for the benefit of its shareholders and their descendants. We also supported Waikato-Tainui with resource consents for the initial stages of its papakaainga housing development at Hopuhopu.
- Through the Central Government's Better Off funding, Council engaged with tangata whenua representatives to provide input into projects that will have a direct benefit to all our communities. This includes projects at Te Paina (Mercer) including a pest eradication to improve outcomes for the whenua and awa, restoration to repatriate cultural practices and a waters improvement programme to install improved wastewater, stormwater, and drinking water facilities.
- Partnerships with iwi continue to strengthen, particularly through our Joint Management Agreements (JMAS) with Waikato-Tainui and Te Nehenehenui. This gives effect to Treaty settlement legislation and supports iwi participation in natural resource management.
- To read more about the work undertaken by our cultural partnerships team, refer to page 28 of the Annual Report. To read about the work our strategic and district planning function undertakes to support this outcome, refer to page 47 of the Annual Report.



*Tuurangawaewae Kohanga Reo enjoying the new playground in Ngaaruwaahia.*



## Economic - Ohaoha

**We support local prosperity.**

*Ka tautoko maatou i te houkura aa-rohe.*

**In 2024/25, we undertook these key pieces of work to deliver on our economic community outcome:**

- We continued to reinstate roads damaged in previous storm events and undertook regular renewals works to provide the infrastructure our communities and industry rely upon.
- The Rural Economic Advisory Panel met three times during 2024/25 to identify opportunities for rural voices to be heard through policy, regional engagement, and Council business.
- Council is developing a Rural Strategy to set out its goals and priorities for the district's rural areas. The strategy will help ensure rural voices are reflected in Council policies and activities, while supporting advocacy with partner organisations.
- Work is continuing on the 'Planning 2 Build 2gether' project, including leveraging automation to improve how customers navigate Council's planning and building consenting process. This project is expected to reduce application and processing timeframes and therefore make economic development in our district easier.
- We launched Takitini, a refresh of Council's economic development brand in March 2025, in partnership with Waikato-Tainui to promote the district to potential new business investors, provide information and tools to enable business resilience, and promote employment and skills training opportunities.
- To read more about the work undertaken by our economic and community led development team, refer to page 35 of the Annual Report.



## Social - Paapori

**We have well connected communities.**

*He hononga whaitake katoa o oo maatou hapori.*

**In 2024/25, we undertook these key pieces of work to deliver on our social community outcome:**

- Council partnered with the Electoral Commission and Waikato-Tainui to increase enrolment for the upcoming 2025 elections by attending events such as local markets, poukai, and the regatta at Tuurangawaewae.
- Provision of safety improvements, such as speed limits around schools, intersection upgrades, and roadside barriers have contributed positively to community safety and wellbeing. We also supported community connectivity through funding bus trials, and the Te Huia rail service.
- We embedded the organisation-wide strategy, Our Waikato – Trust and Confidence Strategy. This strategy aims to support and improve the way Council staff and elected members communicate, engage with, and serve the people and communities in our district with a view to building trust and confidence with people across our district.
- We continued to support community boards and committees across the district to help develop and complete community board and committee plans. We also provided additional engagement and project planning training to increase community awareness about specific outcomes being undertaken on their behalf.
- To read about additional work undertaken across the organisation to support and connect our communities, refer to the emergency management, strategic and district planning and open spaces and facilities activities in the Our activities in depth section of this report.



## Environmental – Taiao

**Our environmental health underpins the health of our people.**  
*Ka taunaki too maatou oranga aa-taiao i te oranga o oo taatou iwi.*



**In 2024/25, we undertook these key pieces of work to deliver on our environmental community outcome:**

- We delivered projects in accordance with Resource Management Act 1991 (RMA) requirements, particularly erosion and sediment control. For example everyday maintenance activities, such as street sweeping and sump clearing, contribute to environmental outcomes relating to stormwater discharges and treatment.
- Our water supply achieved full compliance for the year after being assessed by Taumata Arowai. We know that arsenic is always present in te Awa o Waikato and in late November 2024 arsenic levels were elevated at the Ngaaruawaahia and Huntly water treatment plants. To ensure drinking water remained safe and in line with standards, we amended the treatment process while mitigating the impacts of arsenic in the water.
- We contributed to a number of multi-agency environmental events. This included participating in Waikato Regional Council's Water Quality Programme to ensure appropriate health warnings are visible at water locations across the district when they do not meet the required water quality standards.
- We supported waste-related community initiatives through the distribution of \$80,000 from the government's Waste Minimisation Community Fund.
- Council's internal Climate Action Plan was updated to address key actions, priorities, efficiencies, and set targets to reduce our operational greenhouse gas emissions. This supports the previously adopted Climate Response and Resilience Strategy which guides our response to climate change.



# Performance summary

## Taa Maatou Mahi

Our projects and work programmes span eight groups of activities. For each group we have performance measures that provide us with targets to meet such as responsiveness, safety, timeliness, meeting statutory requirements, and compliance. The results on pages 17 to 22 summarise how we did and where we need to improve. Please see the full Annual Report to find out more about the targets and how we performed against them.

Our colour coding system below indicates how we performed.

<b>Achieved</b>	All components of the performance measure have been met, including meeting or exceeding a stated target for performance.
<b>Achieved in part</b>	One or more but not all, of the components of a measure have been completed. This result is only applicable when the measure can be broken into more than one component.
<b>Not achieved</b>	All components were not achieved.

### Over the last 12 months we have:

- Ensured 99.6% of agendas and minutes of open Council meetings were published within timeframes.
- Held 22 formal hui with iwi, mana whenua, and hapuu groups.
- Delivered 132 successful animal control education events.
- Responded to 153 aggressive dog behaviour complaints within one hour of receiving them.
- Verified 226 food premises for food safety.
- Issued 1,339 building consents and 664 resource consents.
- Completed 28,305 service requests, with 24,254 within timeframes.
- Trained 100 staff to support core Emergency Operations Centre roles.
- Ensured drinking water standards were met across all our water supply areas.





# Performance results

Ngaa Hui o te Mahi

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# Performance results

## Ngaa Hua o te Mahi

### Overview | Tirohanga Whaanui

There are 61 performance measures across the 2021-2031 Long Term Plan and the 2024/25 Enhanced Annual Plan. In 2024/25, 74% (45) of performance targets were achieved, an improvement from 63% (39) in 2023/24. No performance targets were achieved in part this year, compared to 2% (1) last year. The proportion of performance targets not achieved decreased to 26% (16) from 35% (22) in the previous year.

We continued to perform well in several service areas including animal control, environmental health, building quality, stormwater, wastewater and water supply. Customer satisfaction results indicate ongoing dissatisfaction from our community in services such as parks and reserves, public toilets, cemeteries, and waste collection. There is also dissatisfaction in interactions, engagement and clarity of information provided by Council. This was the first year we measured performance for service requests. Results were encouraging, showing that Council was responsive to requests from our communities.

This is the final year Council will report against the 2021-2031 Long Term Plan having adopted new performance measures as part of the 2025-2034 Long Term Plan.



### Governance | Mana Whakahaere

Two of the four performance targets in this area were achieved. These were the number of formal hui held with iwi, mana whenua, and hapuu groups, and the percentage of agendas and minutes for all open meetings that were publicly available on Council's website within legislative timeframes. Our relationships with marae, hapuu, iwi, our joint management agreement (JMA) partners, and Maaori communities continue to strengthen.

While customer satisfaction results indicate ongoing community dissatisfaction, there was a slight improvement in how well the community feels engaged with on the right issues, and the accessibility and clarity of information. The introduction of our organisation-wide community and engagement strategy, Our Waikato – Trust and Confidence Strategy, may have contributed to this improvement and is expected to further enhance communication and engagement as the strategy continues to be implemented.

**Changes to performance measures**

Through our 2024/25 Enhanced Annual Plan consultation process, we removed a performance measure relating to customer satisfaction with councillor availability. This measure did not accurately reflect the role our elected members play in supporting their communities. Instead, we have reported on elected members' attendance at Council and Committee meetings, which better represents their involvement in decision-making for the communities they serve. The information can be found on page 28 of the Annual Report.



# Sustainable communities | Toituutanga Hapori

Our library services continue to perform strongly, with 98.8% of users likely to recommend libraries to friends and family. Satisfaction with the quality of library resources meeting users’ needs also improved, likely supported by staff efforts to increase the visibility of our digital offerings.

Customer satisfaction results in other areas highlighted ongoing dissatisfaction with some of our services, particularly with public toilets, parks and reserves, cemetery presentation, and the overall service experience when contacting Council.

Through our 2024/25 Enhanced Annual Plan consultation process, two service request related performance measures were adopted to keep us accountable for delivering improved response and completion times for customer interactions.

We delivered emergency management training to increase the number of staff prepared to operate an Emergency Operations Centre should an event occur. Our performance was assessed by an external consultant, resulting in a score of 58%. This is a good result and reflects Council’s strong organisational commitment to emergency preparedness, although it did not meet the target and was a decrease from last year. We also continue to exceed the required number of trained staff for core emergency roles.

**Changes to performance measures**

Through our 2024/25 Enhanced Annual Plan consultation process, we removed a performance measure about emissions reduction for our facilities as we recently adopted the revised Climate Response and Resilience Policy. This revised policy takes a more holistic view, while the removed performance measure was only reporting on a portion of our energy efficiency/emissions reduction work.

## Open spaces and facilities



## Community venues and events



## Customer and partnership focus



## Economic development



## Emergency management



# Sustainable environment | Toituutanga Taiao

Council responded quickly to animal control complaints, with 100% of aggressive dog and straying stock incidents having personnel on site within one hour. A total of 132 animal control education events were delivered across the district.

Environmental health services met all targets, including food operation verifications, licensed premises inspections, hazardous land use reporting and excessive noise complaints. Response times for noise complaints improved significantly following the resolution of a technical issue that affected communications between Council and the contractor last year.

Customer satisfaction with waste collection services remains lower than the target. Council completes over three million kerbside collections annually. Community feedback highlights concerns with recycling guidelines, missed collections due to incorrect sorting, recent changes to waste services, and the perceived value for rural ratepayers. There are also ongoing concerns about litter and illegal dumping.

While staff processed a higher percentage of resource and building consent applications within required timeframes, the improvement was not enough to meet performance targets. Delays were largely due to staffing constraints and contractor capacity.

**Changes to performance measures**

Through our 2024/25 Enhanced Annual Plan consultation process, we updated the target of a performance measure relating to animal control engagement and education visits. The monthly requirement of 10 visits was removed, while the overall annual target of 120 visits remains unchanged.



## Roading | Ngaa Huarahi

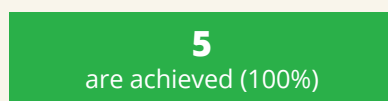
We achieved three roading performance measures this year including a significant reduction in fatal and serious injury crashes. While this is a positive result and Council continues to enhance road safety by constructing safer roads and roadsides, implementing safer speed limits, promoting safer vehicles and educating users on safe road use, crashes can be caused by other factors not linked to the condition of the roading network.

Targets for the average quality of ride on sealed roads and the resurfacing of sealed local roads were not met. This was largely due to rapid growth in recent years which has increased traffic volumes, as well as the increasing costs associated with the delivery of this work. Council has changed to a more traditional contract delivery model and plans to deliver an uplift in sealed road maintenance and the renewal programme over the next two years to improve performance in these areas.



## Stormwater | Wai Ua

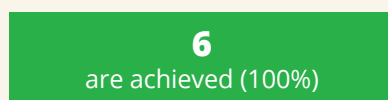
We continued to operate robust stormwater systems and make improvements to our assets. Complaints remained relatively low, with most concerns coming from Huntly and Port Waikato. Improvement projects are currently underway in both areas to enhance network performance. All stormwater performance measures were achieved this year.



## Wastewater | Wai Para

All wastewater performance targets were met. We continued to resolve non-compliance incidents and upgrade treatment plants to ensure we can deliver our agreed service levels. Two abatement notices were received during the year relating to wastewater systems, which meant Council was not compliant with our resource consents for wastewater system discharge.

Complaints about sewerage odour, sewerage system faults, and sewerage blockages increased due to low pressure pump system issues in Te Ohaaki, Harris Street (Huntly), Whale Bay. These systems have since been replaced.



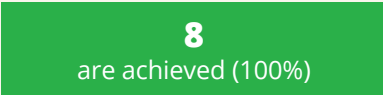


## Water supply | Ara Tuketuku Wai

We met all our targets related to drinking water standards, treatment plants, pump stations, reservoirs, and the reticulation network. Response and resolution times for unplanned interruptions increased slightly compared to the previous year but were still within agreed timeframes. Complaints about drinking water increased, particularly in Huntly. This was largely due to elevated manganese levels, which can cause discolouration despite the water being safe to drink. Council is addressing these complaints by flushing mains to reduce iron and manganese buildup.

**Changes to performance measures**

The Department of Internal Affairs updated requirements for reporting on drinking water quality performance measures after the Council had published its 2024/25 Enhanced Annual Plan. The updated measure still covers the bacterial and protozoal compliance of water supplies but now is directly reflected to the relevant rules in the *Drinking Water Quality Assurance Rules 2002* and *Drinking Water Quality Assurance Rules 2002 (revised 2004)*. Our reporting is therefore against those rules.

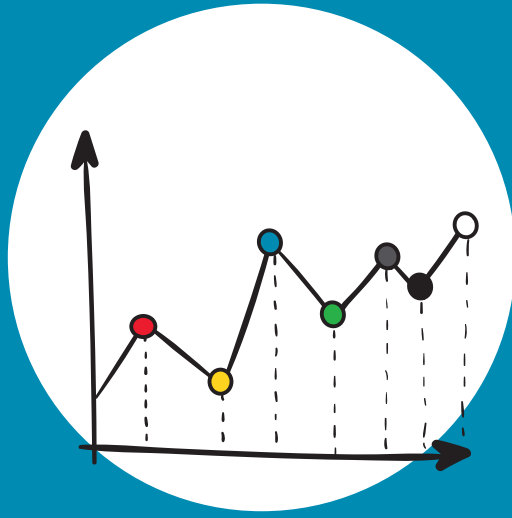


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## Organisational support | Tautoko aa-Toopuutanga

We met our target of two or fewer total recordable injuries, with one incident involving a Council staff member during the year. We continue to implement and monitor critical health and safety risk controls to support staff wellbeing and workplace safety.





# Summary financial statements

Whakaraapopoto  
Taukii Ahumoni

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## Statement of comprehensive revenue and expense

for the year ended 30 June 2025

	Council and Group		
	2024/25 Actual \$'000	2024/25 Budget \$'000	2023/24 Actual \$'000
Total revenue	265,651	227,604	224,971
Finance costs	(12,688)	(9,346)	(9,839)
Operating expenditure excluding finance costs	(213,422)	(215,736)	(194,855)
<b>Surplus (deficit) before tax</b>	<b>39,541</b>	<b>2,522</b>	<b>20,277</b>
Income tax expense	-	-	-
<b>Surplus (deficit) after tax wholly attributable to WDC</b>	<b>39,541</b>	<b>2,522</b>	<b>20,277</b>
<b>Other comprehensive income</b>			
Gain (loss) on property revaluations	114,570	99,993	249,582
Revaluation reserve - landfill	(458)	-	8
Gain (loss) on cessation of joint venture	-	-	-
Financial assets at fair value through other comprehensive income	6,156	-	(802)
<b>Total other comprehensive income</b>	<b>120,268</b>	<b>99,993</b>	<b>248,788</b>
<b>Total comprehensive revenue and expense wholly attributable to Waikato District Council</b>	<b>159,809</b>	<b>102,515</b>	<b>269,065</b>

## Statement of financial position

as at 30 June 2025

	Council and Group		
	2024/25 Actual \$'000	2024/25 Budget \$'000	2023/24 Actual \$'000
Current assets	59,660	37,940	72,156
Non-current assets	2,913,023	2,722,091	2,704,614
<b>Total assets</b>	<b>2,972,683</b>	<b>2,760,031</b>	<b>2,776,770</b>
Current liabilities	102,535	84,936	71,624
Non-current liabilities	199,428	251,291	194,236
<b>Total liabilities</b>	<b>301,963</b>	<b>336,227</b>	<b>265,860</b>
<b>Net assets</b>	<b>2,670,719</b>	<b>2,423,804</b>	<b>2,510,910</b>
<b>Total equity</b>	<b>2,670,719</b>	<b>2,423,804</b>	<b>2,510,910</b>

## Statement of changes in net assets / equity

for the year ended 30 June 2025

	Council and Group		
	2024/25 Actual \$'000	2024/25 Budget \$'000	2023/24 Actual \$'000
<b>Balance at the beginning of the year</b>			
Accumulated funds including share of joint venture	1,328,562	1,380,082	1,270,395
Reserves	1,182,347	941,207	971,449
<b>Balance at 1 July as previously reported</b>	<b>2,510,910</b>	<b>2,321,289</b>	<b>2,241,844</b>
Total comprehensive income for the year wholly attributable to Waikato District Council	159,809	102,515	269,066
Other reserve movements	-	-	-
<b>Balance at 30 June wholly attributable to Waikato District Council</b>	<b>2,670,719</b>	<b>2,423,804</b>	<b>2,510,910</b>
<b>Represented by equity at the end of the year</b>			
Accumulated funds	1,390,636	1,434,077	1,328,562
Other reserves	1,280,083	989,728	1,182,347
<b>Balance at 30 June wholly attributable to Waikato District Council</b>	<b>2,670,719</b>	<b>2,423,804</b>	<b>2,510,910</b>

## Statement of cash flows

for the year ended 30 June 2025

	Council and Group		
	2024/25 Actual \$'000	2024/25 Budget \$'000	2023/24 Actual \$'000
Net cash from operating activities	63,694	39,825	59,475
Net cash from investing activities	(81,107)	(147,181)	(156,562)
Net cash from financing activities	29,000	111,139	88,668
<b>Net (decrease) increase in cash, cash equivalents and bank overdrafts</b>	<b>11,588</b>	<b>3,783</b>	<b>(8,419)</b>

# Summary Accounting Policies

## Whakaraapopoto Kaupapa Here Kaute

Waikato District Council is a territorial local authority governed by the Local Government Act 2002 (LGA 2002) and is domiciled and operates in New Zealand.

The Group consists of the ultimate parent Waikato District Council (Council), its 100% owned subsidiary Strada Corporation Limited (Strada).

Strada is no longer trading and has been registered as non-active with Inland Revenue.

All the companies in which Council has an interest, directly or through Strada, are incorporated and domiciled in New Zealand.

The principal activity of Council is the provision of local infrastructure, local public services and the performance of regulatory functions to the community. Council does not operate to make a financial return.

Council has designated itself and the Group as a public benefit entity (PBE) for financial reporting purposes.

The full financial statements of Council and Group have been prepared in accordance with Tier 1 PBE accounting standards, the LGA and the Local Government (Financial Reporting and Prudence) Regulations 2014 (LG(FRP)R) which include the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP). These summary financial statements have been prepared in accordance with and comply with Tier 1 PBE accounting standards as they relate to summary financial statements. These summary financial statements comply with PBE-FRS 43 Summary financial statements.

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars (\$000's).

The summary financial statements of Council and Group are for the year ended 30 June 2025. The full annual report was authorised for issue by Council on 29 September 2025 and the summary financial statements were authorised for issue by Council on 29 September 2025.



# Summary additional disclosures

## Whakaraapopoto Whakapuakanga Aapiti

### Contingencies

Contingent liabilities for Council and Group at balance date are \$10,000 (2024: \$10,000). The contingent liabilities are uncalled capital contributions in Waikato Local Authority Shared Services Limited.

### Commitments

Council has \$288,971,000 (2024: \$165,822,000) of capital commitments. Strada had no capital commitments at balance date (2024: \$nil).

### Events after balance date

#### Local Water Done Well

In December 2023 the New Zealand Government announced a plan for water services, called Local Water Done Well.

Legislation has been enacted to progress the policy, being:

- Local Government (Water Services Preliminary Arrangements) Act 2024 (WSPA)
- Local Government (Water Services) Act 2025 (WSA)
- Local Government (Water Services) (Repeals and Amendments) Act 2025 (WSRAA)

The latter two Acts received Royal assent on 26 August 2025.

The Local Water Done Well programme restores council ownership and control of water infrastructure and services.

The WSPA required Council to:

1. Prepare and consult on a draft Water Services Delivery Plan (WSDP) and finalise that plan
2. To submit the WSDP to the Department of Internal Affairs by 3 September 2025
3. Department of Internal Affairs to consider the WSDP and either approve the plan if compliant or request amendments
4. Reflect the proposal in its Annual or Long-term Plan.

Council consulted on and approved its WSDP on 30 June 2025. The WSDP proposed establishment of a Council Controlled Organisation (CCO) in partnership with Hamilton City Council. The CCO, called Iawai – Flowing Waters Limited, will commence operations on 1 July 2026. The CCO will provide water services and wastewater services while providing management services for storm water. Ownership of storm water assets is being retained by Council

The WSDP was submitted to the Department of Internal Affairs on 15 July 2025, and approval was received on 24 July 2025.

The 2025-2034 Long Term Plan (LTP) reflects the establishment of Iawai – Flowing Waters Limited.

The estimated financial impact on Council is shown below:

\$'000	2025/26 Forecast	2026/2027 Forecast
<b>Revenue</b>		
Storm Water	4,669	5,324
Waste Water	28,083	-
Water Supply	20,225	-
<b>Expenditure</b>		
Storm Water	5,055	5,051
Waste Water	22,842	-
Water Supply	16,933	-
<b>Capital Expenditure</b>		
Storm Water	9,921	8,364
Waste Water	64,970	-
Water Supply	29,196	-

These estimates are extracted from Pages 70, 78 and 86 of the 2025-2034 Long-term Plan approved by Council on 29th June 2025.

The quantification and timing and make up of debt transfers has not yet been determined. The net value of the transfer is expected to approximate the value of the Council's initial investment in IAWAI – Flowing Water.

Although the service potential of the assets will not be realised by the Council through use of the assets, it will be realised by the CCO to provide the same services to the same ratepayers before and after the transfer.

Although legal ownership of the assets change, the beneficiaries of the assets remain the same. Therefore, assets and liabilities related to the transfer of the waters operations have not been reclassified as Held for Sale as at 30 June 2025.

Further information on our Water Services Delivery Plan and establishment of the CCO, Iawai – Flowing Waters Limited, can be found on our website:  
<https://www.waikatodistrict.govt.nz/services-facilities/water/iawai-flowing-waters>

### Adjustments to the comparative year financial statements

There have been no adjustments to the comparative year financial statements for the year ended 30 June 2025.

### Explanation of major variances

The major variance explanations are set out below and explain the significant differences between actual results for 2024/25 compared to the budget for 2024/25. Please note that the abbreviations used in this note are \$Xm, millions of dollars; \$Xk, thousands of dollars.

### Statement of comprehensive revenue and expense

Council recorded an operational surplus of \$39.5 million, significantly above the budgeted surplus of \$2.5 million. This favourable result was largely driven by \$37 million from found and vested assets, together with general and targeted rates revenue that exceeded budget by \$7 million due to higher-than-estimated capital values. Development and financial contributions were \$4.5 million higher than budget, reflecting the timing of development cycle. Personnel expenses were \$2.6 million lower than budget due to staff vacancies, while other revenue was \$36.7 million higher, primarily from found and vested assets. These gains were partly offset by subsidies and grants, which were \$12.8 million below budget. Net finance costs were \$0.7 million over budget due to higher-than-forecast interest rates.

In addition, total other comprehensive revenue and expense was \$159.8 million, \$57.3 million above budget, reflecting revaluation gains from the annual asset valuation.

### **Statement of financial position**

The statement of financial position indicates a \$212.6m increase in total assets compared to the budget. The largest variance is in Non-Current Assets, where property, plant, and equipment exceed the budget by \$191.2m, primarily due to new assets and revaluation gains from the annual asset valuation. Investments in CCOs and similar organisations are \$5.3m above budget, driven by a higher-than-expected increase in the value of Waikato Regional Airport Limited. In current assets, receivables and recoverables are \$9.5m above budget and Cash and cash equivalents are \$11.9m over budget, reflecting greater year-end funds on hand than planned.

Total liabilities are \$34.2m lower than budgeted, largely due to lower levels of activity.

### **Statement of cash flows**

The cash flow statement reveals that net cash flows from operating activities were above expectations for the year, primarily due to higher-than-anticipated receipts from rates revenue and development contributions.

Net cash flows from financing activities were also higher than expected due to an increased capital works program, which led to increased borrowings. As a result, cash balances at the end of the year were \$11.9m above budget.

### **Funding impact statements**

The whole of Council funding impact statement reports cash or soon to be cash items (such as revenue or expenses in receivables or payables) and does not consider non-cash funded items such as asset write-offs or assets vested in Council. The report analyses separately the surplus or deficit for operating funding and capital funding.

This year, the overall operating funding surplus was \$24.7m, compared to a budgeted surplus of \$15.8m. Total operating funding was \$2.3m above budget, driven by increased growth in General and Targeted Rates, and higher interest received from investments.

Operating expenditure was lower than the budget by \$6.7m, mainly due to lower payments to suppliers and staff, resulting from lower activity levels.

Capital funding sources were \$82m below budget, primarily due to lower-than-anticipated borrowings and subsidies and grants resulting from a lower capital expenditure.

### **Disclaimer**

The specific disclosures included in this summary annual report have been extracted from the full annual report which was authorised for issue on 29 September 2025.

The summary cannot be expected to provide a complete understanding as provided by the full annual report of the financial and service performance, financial position and cash flows of Waikato District Council.

The summary has been examined for consistency with the full annual report and was audited by Audit New Zealand on behalf of the Auditor General. The full annual report and summary received an unmodified audit opinion on 29 September 2025.

The full annual report can be obtained from any of the Council's offices or can be accessed online at [www.waikatodc.govt.nz](http://www.waikatodc.govt.nz).

## Independent Auditor's Report

### To the readers of Waikato District Council and group's summary of the annual report for the year ended 30 June 2025

The summary of the annual report was derived from the annual report of the Waikato District Council (the Council) for the year ended 30 June 2025.

The summary of the annual report comprises the following information on pages 18 to 22 and 24 to 29:

- the summary statement of financial position as at 30 June 2025;
- the summaries of the statement of comprehensive revenue and expense, statement of changes in equity and statement of cash flows for the year ended 30 June 2025;
- the notes to the summary financial statements that include accounting policies and other explanatory information; and
- the summary statement of service performance.

## Opinion

In our opinion:

- the summary of the annual report represents, fairly and consistently, the information regarding the major matters dealt with in the annual report; and
- the summary statements comply with PBE FRS-43: Summary Financial Statements.

## Summary of the annual report

The summary of the annual report does not contain all the disclosures required by generally accepted accounting practice in New Zealand. Reading the summary of the annual report and the auditor's report thereon, therefore, is not a substitute for reading the full annual report and the auditor's report thereon.

The summary of the annual report does not reflect the effects of events that occurred subsequent to the date of our auditor's report on the full annual report.

## The full annual report and our audit report thereon

We expressed an unmodified audit opinion on the information we audited in the full annual report for the year ended 30 June 2025 in our auditor's report dated 29 September 2025.

Our auditor's report on the full annual report also includes an emphasis of matter paragraph.

## Emphasis of matter – Future of water delivery

Without modifying our opinion further, we draw attention to pages 27 to 28, which outlines that in response to the Government's Local Water Done Well reforms, the Council has decided to establish a multi-owned water organisation with Hamilton City Council to deliver the water and wastewater assets and be responsible for delivering those services from 1 July 2026.

The financial impact of this decision is unknown because details of the exact arrangements are still being considered.

## Council's responsibility for the summary of the annual report

The Council is responsible for preparing the summary of the annual report which includes preparing summary statements, in accordance with PBE FRS-43: Summary Financial Statements.

## Auditor's responsibility

Our responsibility is to express an opinion on whether the summary of the annual report represents, fairly and consistently, the information regarding the major matters dealt with in the full annual report and whether the summary statements comply with PBE FRS 43: Summary Financial Statements.

Our opinion on the summary of the annual report is based on our procedures, which were carried out in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board.

In addition to the audit we have carried out engagement in the areas of an audit engagement for the 2025-34 Long term-plan, limited assurance engagement related to the Council's debenture trust deed and assurance engagements in relation to procurement of significant contracts, which are compatible with the independence requirements. Other than the audit, our report on the disclosure requirements, and these engagements, we have no relationship with or interests in, the Group.



Leon Pieterse  
Audit New Zealand  
On behalf of the Auditor-General  
Hamilton, New Zealand  
2 October 2025



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